

Senior Leadership Team – minutes

16 December 2019

Details of attendees are provided at the end of the minutes.

1. Introductions and apologies

Apologies for absence had been received from Andrew Hubert, James Moss and Tim Bowden.

SLT welcomed Jonathan Bamford to his last SLT meeting before his retirement. SLT thanked Jonathan for all his work with the ICO over the last 34 years.

2. Matters arising from the previous meeting

Minutes

SLT approved the minutes of the previous meeting as an accurate record.

Actions and decisions

Suzanne Gordon reported that discussions had begun on the role of an “SLT challenge group”. The target was to set this group up from April 2020.

Jonathan Bamford reported that the action in relation to mapping health workstreams had been complete; Andy White reported that the actions regarding Regulatory Priority objectives had been completed; Suzanne Gordon reported that there was a proposal to combine the Boards for the Service Excellence and People workstreams, which would strengthen both boards.

Chair role

Andy White provided an update from the ET meeting which had taken place on 13 December. SLT noted that Andrew Hubert would take over chairing SLT from January to March.

3. Pay flexibility programme – key messages

Issue

SLT discussed the key messages for managers to share with staff on the ongoing pay flexibility programme. SLT discussed the fact that pay flexibility was a three-year programme, staff understanding of the funding

model, and the wider compensation package (flexi, annual leave, pensions).

Actions

All SLT members to provide Louise Byers with any further comments on pay flexibility messaging by the end of the week.

Due date: 20/12/19

4. Real-time bidding Phase 3 Planning and approach

Issue

SLT discussed the options for Phase 3 of the ICO's work into real-time bidding. SLT noted that the ICO had given the industry until 20 December 2019 to demonstrate change, so there was an expectation that the ICO would publicly comment on the next steps in January 2020.

SLT agreed that further discovery and engagement with the industry was needed. Regulatory supervisory activity may also be considered following or alongside that, but no determinations on this had yet been made.

SLT supported the principle to continue with phase 3 of this work and agreed that a sub-group should discuss the work in detail. SLT commented that the key consideration for the sub-group would be the opportunity cost of the chosen course of action on the potential outputs and outcomes for the ICO for 2020/21, especially in the context of the development of business plans and business cases throughout the ICO.

Decision

A sub-group, consisting of Andy White, Steve Eckersley, James Moss, Ian Hulme and Paula Hothersall (plus Ali Shah and his team) will convene to decide the course of action for Phase 3 of real-time bidding work.

Actions

The real-time bidding sub-group to convene to determine the preferred option, for onward recommendation to ET.

Due date: 17/1/20

5. KPIs to measure our impact as a regulator

Issue

SLT discussed proposed KPIs to measure the ICO's impact as a regulator. SLT noted the importance of making clear links between these KPIs and each Directorate's 2020/21 Business Plans, to ensure that the ICO as was directing its work towards achieving the KPIs.

SLT commented that it may be challenging to ramp-up to report against all these KPIs in 2020/21, so it may be beneficial to launch this work in 2020/21 with fewer KPIs.

SLT also commented that this work could be used to develop a clear public strategic business plan, setting out the milestones the ICO was seeking to achieve, the indicators of success, measures and impact.

Decision

SLT supported the proposed KPIs for onward submission to Audit Committee and Management Board, subject to any further comments to Louise Byers before Christmas.

Actions

All SLT members to review their 2020/21 business plans to ensure that they are clearly linked towards achieving the KPIs.

Due date: 31/3/20

6. Strategic Threat Assessment (STA)

Issue

SLT considered the frequency of the STA.

Decision

SLT agreed that the STA should be produced on an annual basis, supplemented throughout the year by the monthly tactical threat assessments.

7. Management Accounts and fee income update

Issue

SLT noted the November 2019 management accounts. Mike Fitzgerald provided an update on the ongoing project to increase that data protection fee register.

8. Technology-enabled workforce update

SLT noted the technology-enabled workforce update briefing, which would be sent to Executive Team in early 2020.

9. Policy Board terms of reference

SLT noted the Policy Board terms of reference.

10. Cohering the ICO's international engagement

Issue

SLT consider the report.

Decision

SLT approved the recommendations within the report and agreed that this issue should be brought back to SLT's next meeting for further discussion of SLT's role in delivering this work.

11. Chair role of the Global Privacy Assembly's International Working Group for International Enforcement Cooperation

Issue

SLT discussed the proposal for the ICO to seek the chairship of the GPA International Enforcement Cooperation Working Group.

Decision

SLT approved option 1.

12. SME Service Hub

SLT approved the report.

13. Article 36 Consultations report

SLT approved the report.

14. Finance manual

SLT approved the report.

15. Career Development Pathways

SLT approved the report.

16. Management Board – 24 January 2020 - agenda

SLT noted the report.

17. Risk and opportunity management

SLT approved the report on the ICO's risk appetite and noted the update on the current risk register.

18. SLT Strategic Work Programme

SLT noted the work programme.

19. Any other business

Issue

SLT discussed the number of reports which SLT had needed to consider at recent meetings.

Decision

SLT agreed that they will consider reports by email between meetings, particularly those reports not likely to require significant discussion by SLT.

Actions

Chris Braithwaite to put in place procedures for SLT to consider reports by email between meetings. Due date: 20/12/19

20. Key messages to share with staff

SLT agreed that the key messages to share with staff from the meeting were progress with fee income, the role of policy board, the publication of the STA, and thanks from SLT for the hard work of all staff throughout 2019.

Attendance

Members

Jonathan Bamford	Director of Regulatory Strategy (Domestic)
Emma Bate	Director of Legal Services (Policy and Commercial)
Gill Bull	Director of FOI Complaints and Compliance
Louise Byers	Director of Corporate Affairs and Governance
Steve Eckersley	Director of Investigations and Intelligence
Mike Fitzgerald	Director of Digital, IT and Customer Services
Suzanne Gordon	Director of Public Advice and Data Protection Complaints Service
Paula Hothersall	Director of Strategic Policy (International)
Ian Hulme	Director of Regulatory Assurance
Andy White (Chair)	Director of High Profile Investigations and Intelligence
Amanda Williams	Director of Regulatory Strategy (Parliament and Government Affairs)

Attendees

Su Bansal	Group Manager (Internal Communications)
Ali Shah	Head of Technology (for items 4 to 6)

Secretariat

Chris Braithwaite	Senior Corporate Governance Manager
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